

## **CRREL Strategic plan**

### **Director's vision statement:**

The intent of this document is to communicate our laboratory's strategic direction so that together we can shape informed decisions impacting the future direction of our technical program, staff, and facilities. This framework will support our ability to plan and execute short through long-term initiatives that are consistent with our vision, mission, and guiding principles in a manner that assumes a culture of discipline in an environment of fairness and open communication, with appropriate allocation of resources. I believe this strategy will help us achieve our vision and that CRREL will emerge as the research and development (R&D) community of choice—where other R&D professionals aspire to practice their trade. Our people, our organization, and our actions will exemplify the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

### ***Core Purpose***

### ***Solving complex National challenges through interdisciplinary R&D***

### **Vision statement**

We serve as an essential member of the Corps of Engineers team providing innovative products and solutions in support of the Warfighter, Water Resources, Environment, Infrastructure, and Homeland Security. CRREL functions as a “team of teams” with a multi-disciplinary approach to solving the most difficult environmental physics and cold regions engineering problems. Our vision is consistent with, and supports, the Corps strategic vision of “*One Team: Relevant, Ready, Responsive and Reliable*,” proudly serving the Armed Forces and the Nation now and into the future.

### **Mission statement**

Solve interdisciplinary, strategically important problems of the US Army Corps of Engineers, Army, DOD, and the Nation by advancing and applying science and engineering to complex environments, materials, and processes in all seasons and climates, with unique core competencies related to the Earth's cold regions.

### **Guiding principles**

**Effective mission accomplishment**—We ensure relevance and readiness by delivering science and technology solutions to the most important current and emerging needs of the Corps of Engineers, the Army, the Department of Defense, and the Nation through technical excellence, continuous learning, and communication.

**Disciplined culture**—We face our challenges with a sense of responsibility by empowering self-disciplined[0] people with the authority to engage in creative thought and take actions that best serve our customers’ needs.

**Focus on people**—CRREL’s success depends on its people. We recruit, develop, and retain only the best people at all levels, providing opportunities to succeed in an environment where people feel valued.

### **Goals (●) and objectives (○)**

- Sustainable programs aligned with ERDC Business Areas
  - Ensure persistent awareness of emerging science and engineering technology areas and how this might impact the R&D marketplace.
  - Shape the marketplace to define requirements and anticipate changes to customer requirements and needs.
  - Continually target marketing and sales responding to S&T opportunities.
  - Encourage optimum leveraging and synergy among similar technical efforts.
- World-class in science and engineering.
  - Engage to solve national-level problems with high potential impact.
  - Comprehensively communicate accomplishments and research and development progress across the existing and potential stakeholder and customer base.
  - Develop and maintain cutting-edge research infrastructure and access to state-of-the-art external facilities.
- Superior execution with distinctive impact and lasting endurance.
  - Optimize innovation and technical impact appropriate to the customers’ requirements.
  - Continually evolve business process to improve effectiveness and grant individuals and teams authority to act and assume responsibility for their actions.
  - Deliver timely results on our customers’ critical requirements.
- Highly skilled, motivated, responsible, and loyal workforce.
  - Recruit strategically-targeted established people and rising stars.
  - Assure opportunities for career growth and provide multiple paths to career success.
  - Retain individuals with proven value to the organization.
- Culture of trust and communication
  - Create an ideal environment for research: a place of collaboration and open exchange of ideas.
  - Strong collaboration among management and staff at all levels.
  - Strengthen and enhance communication, as the foundation for building trust.

### **Critical success factors**

- Disciplined development of robust funding lines to provide a stable revenue base.
- Recognized for making vital contributions to ERDC, USACE, Army, and the Nation.
- Provide top value for our customers.
- Strong organization with empowered people, creative thought, and disciplined action.
- Broad, deep, and creative technical expertise that ranges from basic research to applied engineering.
- World-class technical capability as evidenced by a diverse range of highly valued and sought after products.
- Technical staff sought out for leadership roles in prestigious national and international organizations.

By exercising decisions consistent with these strategic values, we develop awareness and understanding that enables us to make deliberate decisions that, within the context of our sponsors and parent organization's mission and vision for the future, will cause:

- *Increasing RDT&E investment in embryonic, emerging, and growing technologies,*
- *Increases in levels of innovation, and associated risk,*
- *Increases in investments/effort enhancing CRREL's and ERDC's unique niche and leading to follow-on opportunities.*